



Sharon Hospital **Virtual Community Forum**

Christina McCulloch, MBA, BSN, RN, President
Jean Ahn, Chief Strategy Officer

June 5, 2023



Today's Agenda

- 1. Welcome**
- 2. Hospital Updates**
 - *Awards & Recognition*
 - *Updates & Investments*
 - *Strategic Planning Update*
- 3. CON Affiliation Update**
- 4. Question & Answer**

Awards & Recognition



Sharon Hospital Again Awarded 5 Star Rating from CMS/Medicare



Three Years Running!

Congratulations!

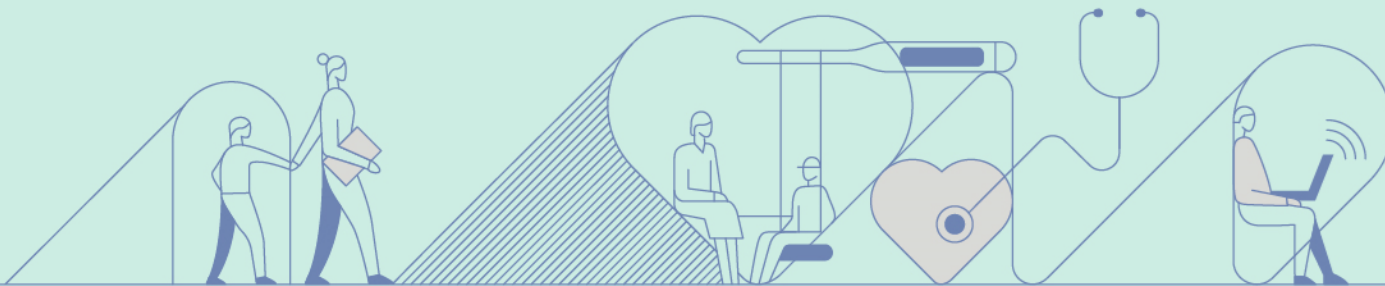


Sharon Adams, BSN, RN

*Eastern Regional President, Danbury Hospital,
New Milford Hospital, Sharon Hospital & Home Care*

**Named one of Becker's
Female Hospital Presidents
to Know**

Updates and Investments



Certificate of Need (CON) Update

Labor & Delivery (L&D) CON

Following the Dec. 6th hearing regarding the L&D CON, the CT Office of Health Strategy (OHS) closed the record on May 5th.

If OHS follows its timeline, we can expect a decision this summer.

Progressive Care Unit (PCU) CON

After a February 2023 hearing, the PCU CON record remains open. Once closed, we await a decision by OHS.

Regardless of final decisions, Sharon Hospital remains committed to investing in our community.






Investing in Women's Health

Nest Collaborative - Nest Collaborative provides virtual lactation support after hours and on weekends. This will help support our in-person lactation services and our dedicated lactation consultants.

Pelvic Floor Physical Therapy – Now available at Nuvance Health. Pelvic floor physical therapy can be an effective first-line, conservative option for treating many types of pelvic floor dysfunction.

IV Iron - We have been working with Bloodless Medicine to promote the use of IV iron among OB/GYN patients. IV iron can help reduce blood transfusions after delivery (vaginal or caesarean section), risk for small for gestational age (SGA) and other pregnancy complications.





Welcome!

**Candy
Osborn**

BSN, RNC-OB, C-EFM, C-ONQS

**Women's
Health Services
Coordinator**



Welcome!

Matt Austin

**Assoc. Public /
Community
Affairs**

Colleen Curr

**Registered
Dietician**



Hospital Investments

New Equipment

**Bone Density/
Dexa System
&
Nuclear Medicine
(NM) Camera**

Upcoming Projects

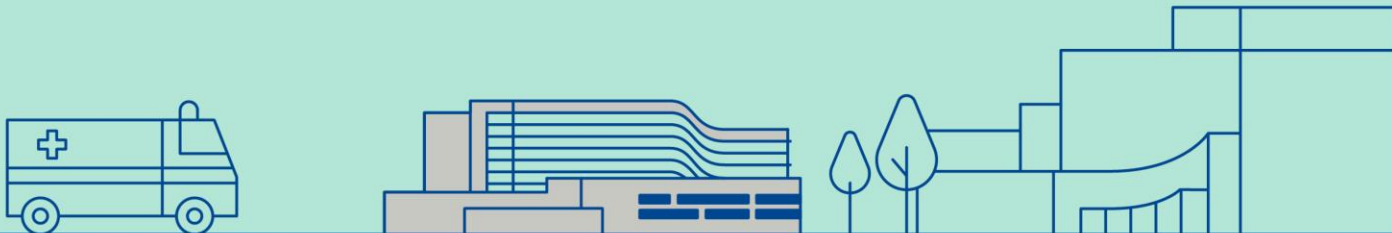
**SH Entrance
Project begins**



Visitation Policy Updates

- ❑ Masking and social distancing is no longer required.
- ❑ Visitors will no longer be screened for risk factors of COVID-19, temperatures will not be checked.
- ❑ Visitors age 12 and older are allowed to visit if they meet specific requirements for approved visitation and are accompanied by an adult. Exceptions for visitors age 11 and younger may apply for patients with extenuating circumstances.
- ❑ Community members are welcome to use our cafeterias/bistros.

For More info and other guidelines - <https://www.nuvancehealth.org/patients-and-visitors/visitor-policy>





Sharon Hospital is Hiring!

- Where some see impossible, we see possible. Find your possibilities at Sharon Hospital and Nuvance Health.
- Whether you are beginning your career or are a seasoned professional, we offer competitive compensation, comprehensive benefits, and growth opportunities for those who share our values and strive to succeed. Join us at Sharon Hospital where ***You Matter Most!***
- For more information, visit <https://www.nuvancehealth.org/careers>

Nurses Week & Hospital Week

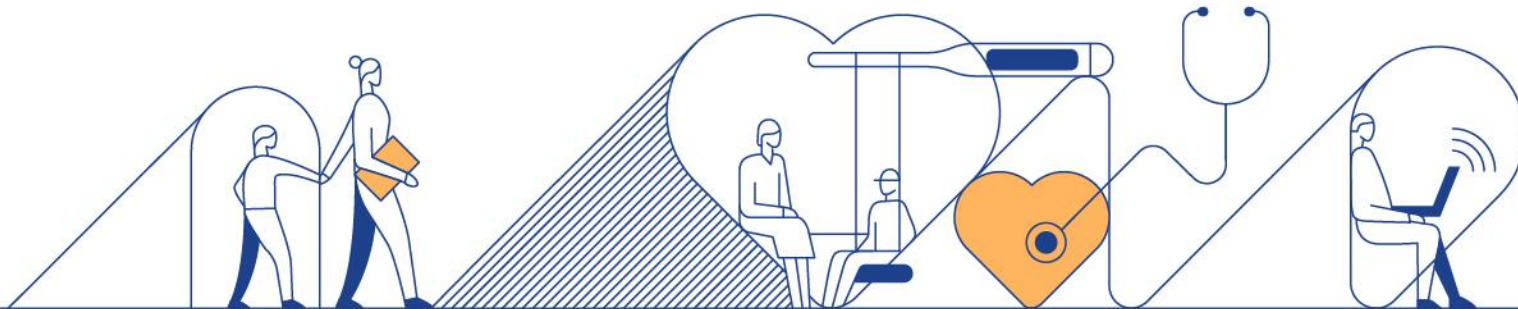


Nurses Week Awards

During Nurses Week, we recognized a few of our outstanding Nurses for their contributions to Sharon Hospital at our annual awards dinner:

- Excellence in Patient Focused Care by a Novice Nurse – Kari DeAngelis
- Excellence in Patient Focused Care by a Clinical Nurse – Kristen Nettleton
- Excellence in Nursing Leadership – Kathy Benson
- Friend of the Nurse Award – Bronwen “B” Cromwell
- Award for Team Excellence – Surgical Services Team: OR, PACU, ACU





EMS Week Celebrations

Thank you to our community volunteers!



In the Community



38th Annual Sharon Road Race
May 6th, 2023



Housatonic Youth Services Bureau Gala
May 6th, 2023



38th Annual Sharon Road Race
May 6th, 2023

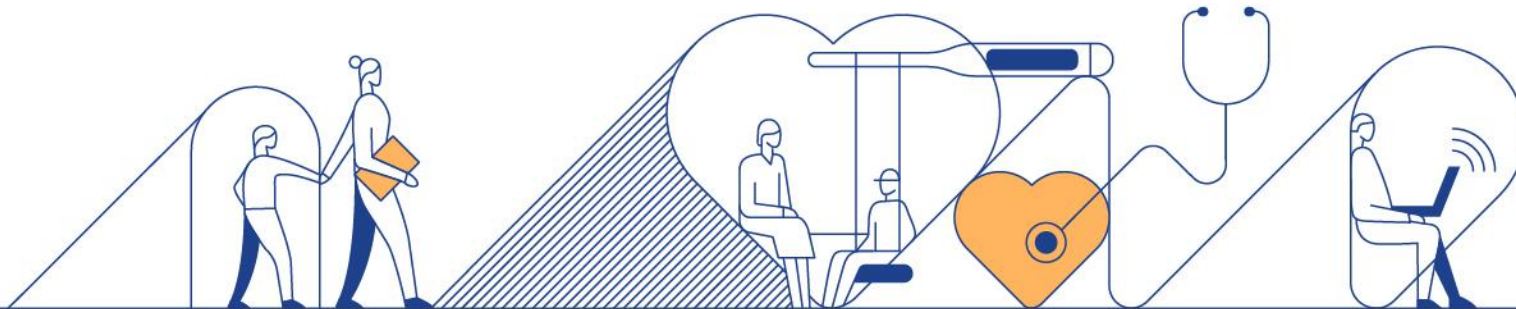


"Younger Next Year" Panel
April 20th, 2023

In the News

- [March 29, 2023, Lakeville Journal](#): In acknowledgment of Doctor's Day, Sharon Hospital's Vice President of Medical Affairs Dr. Mark Marshall published a Letter to the Editor to demonstrate his appreciation for our providers and appropriately highlight their dedication to our patients and community.
- [April 12, 2023, Lakeville Journal](#): April was Occupational Therapy Month and to mark the occasion, Director of Rehabilitation and Cardio-diagnostic Services, Melissa Brasilin wrote a Letter to the Editor recognizing Sharon Hospital's occupational therapists for their tireless care of our patients.
- [April 12, 2023, Lakeville Journal](#): Sharon Hospital's Dr. J. Keith Joseph highlighted allergy trends across our region for community member awareness.
- [April 26, 2023, Lakeville Journal](#): Sharon Hospital's "Younger Next Year" panel offered community members advice on healthy aging.





Strategic Planning Update

Jean Ahn

Chief Strategy Officer



Nuvance Health 2025: FY 2023 Strategic Plan

Vision

To improve the lives of every person in our community

Foundational Success Metrics:

- Quality & Safety Metrics
- Employee Engagement Metrics
- Financial Stewardship Metrics

Strategic Imperatives

Person-Centered Care

Cultivate a personalized lifetime relationship between Nuvance Health and the communities we serve

- Increase Likelihood to Recommend (LTR)

- Improve LTR rank by 5 percentiles in at least 3 environments (Hospital, ED, Institutes, Medical Practice, OP Radiology, OP Surgery)

Primary Care

Use the Nuvance Health primary care network to establish relationships with customers throughout the service area

- Increase New Patient Count

- Meet Targeted New Patient Count

Ambulatory Care

Expand the ambulatory network and customer-facing services as a gateway into the Nuvance Health system

- Grow Outpatient Volume

- Meet Budgeted Volume Growth for Non-Hospital Imaging and Non-Hospital Ambulatory Surgery

Digital Health

Develop and deploy digital health solutions that support and transform the Nuvance Health system of care to serve its community

- Expand Digital Access

- Achieve Targeted Specialty Direct Book Appointments

Value-Based Care

Position Nuvance Health to be the strategic partner of choice through payer and community partnerships

- Increase Annual Wellness (AWVs)

- Increase AWVs by 15%

Network Optimization

Identify specific strategic opportunities to optimize the network and advance enterprise strategy in each Nuvance Health community

- Improve Financial Strength
- Grow Institutes
- Improve Quality Domains
- Increase Employee Retention

- Achieve EBIDA Target
- Meet Institute New Patient Count Targets
- Achieve 3 of 5 Domains
- Meet National Benchmark Voluntary Turnover Rate

Initiatives

Success Metrics

CON Affiliation Update

PYA



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Nuvance Health Community Forum

Independent Monitor Discussion Document

June 5, 2023 – *Sharon Hospital*

June 12, 2023 – *Danbury Hospital*

June 21, 2023 – *Norwalk Hospital*

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WE ARE AN INDEPENDENT MEMBER OF HLB—
THE GLOBAL ADVISORY AND ACCOUNTING
NETWORK

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1 / Role & Duties
of Independent
Monitor

2 / Timeline for
Eighth Semi-
Annual Review

3 / Conditions &
Findings Relevant
to Eighth Period
Review

4 / Next Steps

5 / Q&A



Role of the Independent Monitor

- ✓ Reports to Office of Health Strategy (“OHS”)
- ✓ Retained at sole expense of Nuvance Health
- ✓ Responsible for monitoring Nuvance Health’s compliance with the ***Conditions*** set forth in the ***Agreed Settlement***.
- ✓ Retained by OHS for minimum of 5 years



Independent Monitor Duties

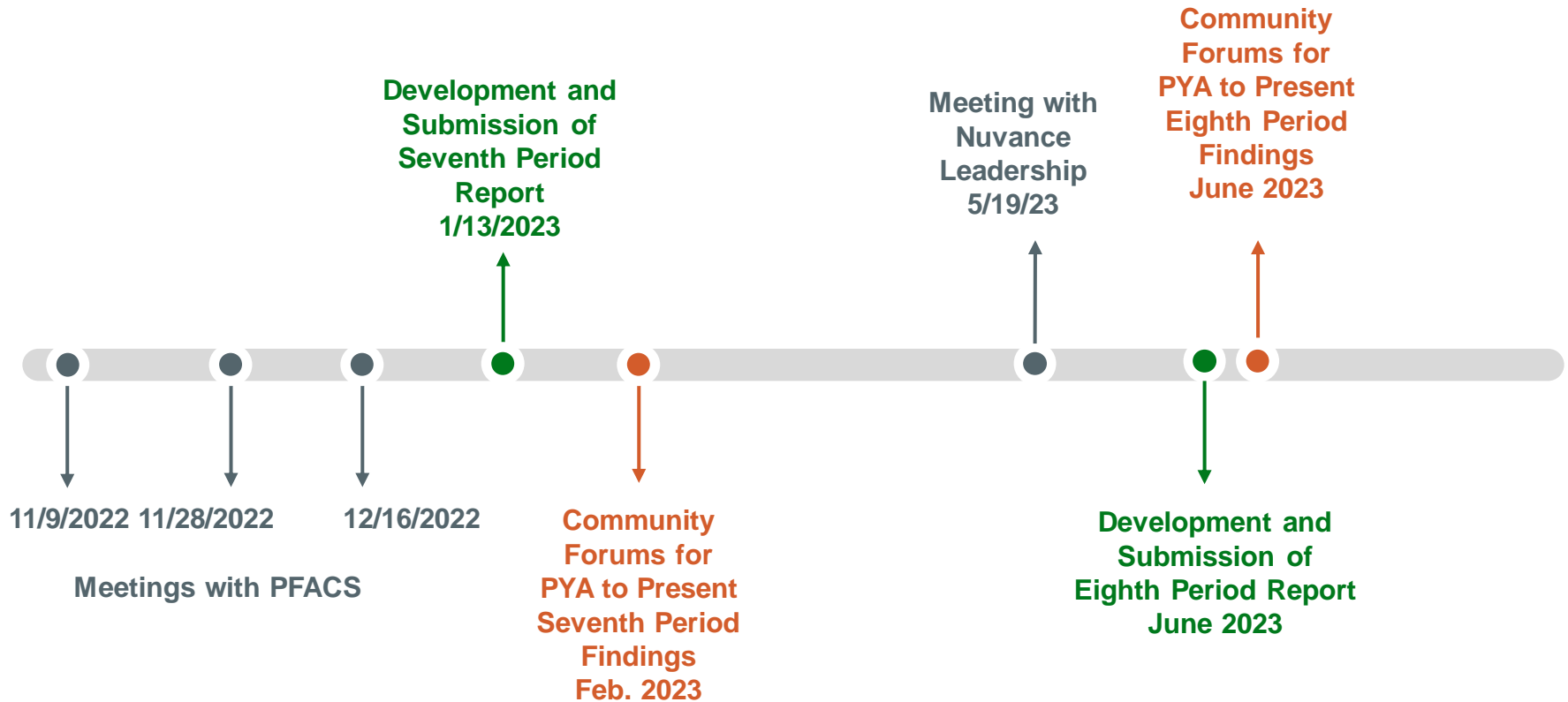
- 1 Conduct **on-site visits** of Hospitals on a semi-annual basis.
 - 2 Furnish a **written report** of assessment to OHS within thirty (30) days of the completion of each semi-annual on-site visit.
 - 3 **Meet with representatives** of each hospital's community service area at 6 months after the Date of Closing, and annually thereafter.
 - 4 Nuvance Health shall hold a **public forum** in the Danbury, Norwalk and Sharon communities within 60 days of the IM's report. OHS has asked IM (PYA) to participate in these public forums.
 - 5 If Nuvance Health is substantially **out of compliance** with the Conditions, IM will notify OHS and Nuvance in writing and convene a meeting with Nuvance to determine compliance and corrective action.



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Timeline: 8th Semi-Annual Review Period





Conditions & Findings Relevant to 8th Semi-Annual Review

Condition	Short Description	Compliant with Terms in Condition?
1	Community representative on Danbury and Norwalk Hospitals' Boards	Yes
2	Twelve community representatives on the Sharon Hospital Board	Yes
3	Joint Board meetings	Yes
4	Culturally and linguistically appropriate services	Yes
5	Maintain/adhere to current charity care and indigent care policies after closing or adopt policies that are at least as generous to the community	Yes
7	Include stakeholders in conducting the next required Community Health Needs Assessments Implementation Strategies, to OHS.	Substantially in compliance
8	Maintain community benefit programs consistent with Schedule H of IRS Form 990. Apply no less than a 1% increase per year toward the CT hospitals' net community benefit expenses	In process
11	Independent Monitor on-site visits	Yes
12b	Public forums in Danbury, Norwalk, Sharon communities	Yes
15	Cost savings for hospitals and report of financial measurements	Yes
18	Maintain sufficient Obstetrics and Gynecology physician staffing	Yes
19	Participation in Connecticut Health Information Exchange	Yes
20	Annual reports updating quality performance data	Yes
21	Annual updates on various integration initiatives	Yes



Next Steps

- ***Ongoing monitoring*** of Nuvance Health compliance with Agreed Settlement Conditions
- ***Regular check-ins*** with Nuvance Health and OHS
- ***Ninth semi-annual report and next round of onsite visits***
Fall/Winter 2023
- Attend next ***public forum***



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Questions & Answers



Appendix

Conditions not relevant to eighth semi-annual review

Conditions not relevant

Condition	Description
6	Advance written notice to OHS of revisions to charity/indigent care policies
8	Maintain community benefit programs consistent with Schedule H of IRS Form 990. Apply no less than a 1% increase per year toward the CT hospitals' net community benefit expenses
9	File organizational documents within one month of closing
10	Select independent monitor
12a	Meetings with community members
13	Compliance with the terms and price constraints specified in Attachment A
14	Submission of strategic plan
16	Annual updates on various enhancements and initiatives
17	Submit quality performance data to OHS
22	NewCo shall provide two reports, due February 1, 2021 and February 1, 2023 respectively, on the following items related to the transaction (OHS temporarily waived)

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ATLANTA | HELENA | KANSAS CITY | KNOXVILLE | NASHVILLE | TAMPA

Thank you!

Questions?

Please enter any questions you have using:

- Zoom chat
- Facebook comments